

Performance management is the ongoing process of communication between you and your manager throughout the year in support of the strategic goals of the Laboratory. It is a two-way discussion that includes:

- Clarifying performance expectations and setting goals
- Providing feedback and reviewing results
- Updating and maintaining goals throughout the performance review cycle
- Documenting and conducting the performance review.

Goal Setting: The First Step in the Performance Management Process

The first step in the performance management process is to set performance expectations and goals. Begin by discussing expectations and goals for the 2015 performance review cycle with your manager.

If you spend part of your time doing work for someone other than your direct manager, e.g., a project/matrix manager, discuss your goals with your project/matrix manager before you meet with your direct manager. This ensures that your goals are aligned with all of the goals planned for the performance review cycle. Do this for each additional project/matrix manager you do work for. The project/matrix manager should email project goals to you and copy your direct manager. Select this specific goal category: *Project based goals assigned by Project/Matrix Manager* for all project /matrix goals in FermiWorks.

When you meet with your direct manager, the goals in this category allow him/her to understand all of your goals and verify that they will be part of your performance review.

The goal process goes more smoothly if you *talk before you type* your goals into FermiWorks. This will reduce the number of edits and refinements to the goals you enter and in the end save time.

Once you know what your goals are, the next step is to enter them into FermiWorks using the instructions that follow. Use the SMART goals criteria to describe your goals. A brief description of how to set SMART goals is included below. For additional information and examples, go the *Quick Guide to Goal Setting* at: http://wdrs.fnal.gov/elr/goal_setting_2009.pdf

Setting SMART Goals

Read the Help Text at the top of the window.

S-M-A-R-T Goals Guidelines

S-M-A-R-T goals are specific, measurable, action-oriented, realistic and time-oriented.

Specific goals identify what is to be done and why and state the final outcome or expected result. For example, *As a cost saving measure, I will reduce the number of repeat repair jobs on HVAC units by 35% during the next twelve months.*

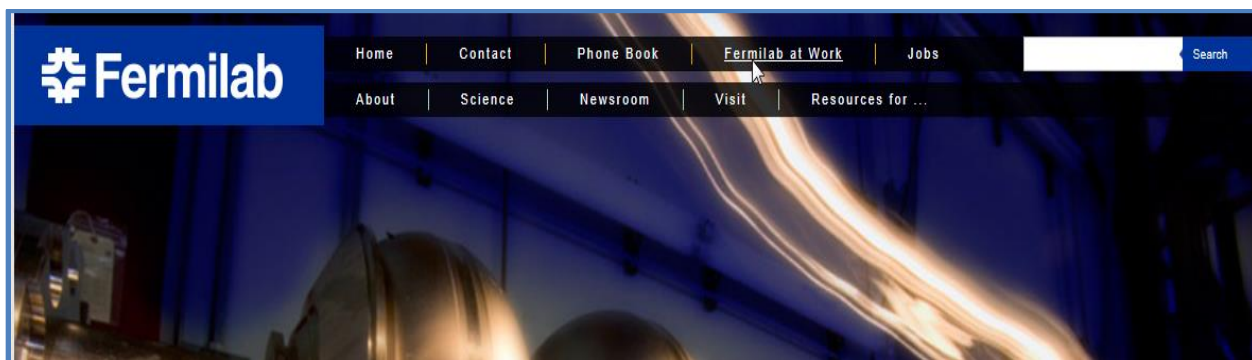
Measurable goals are stated in terms that are observable or verifiable; two or more individuals can agree that the goal has been completed. Avoid writing vague measurements such as *some, many, or most*. For example, *I will reduce scrap by 20%.*

Action-Oriented goals must define what action is required to achieve the goal. Use action words. For example, *I will conduct department meetings once a month with a published agenda so workers will come prepared to offer their input on the meeting topic.*

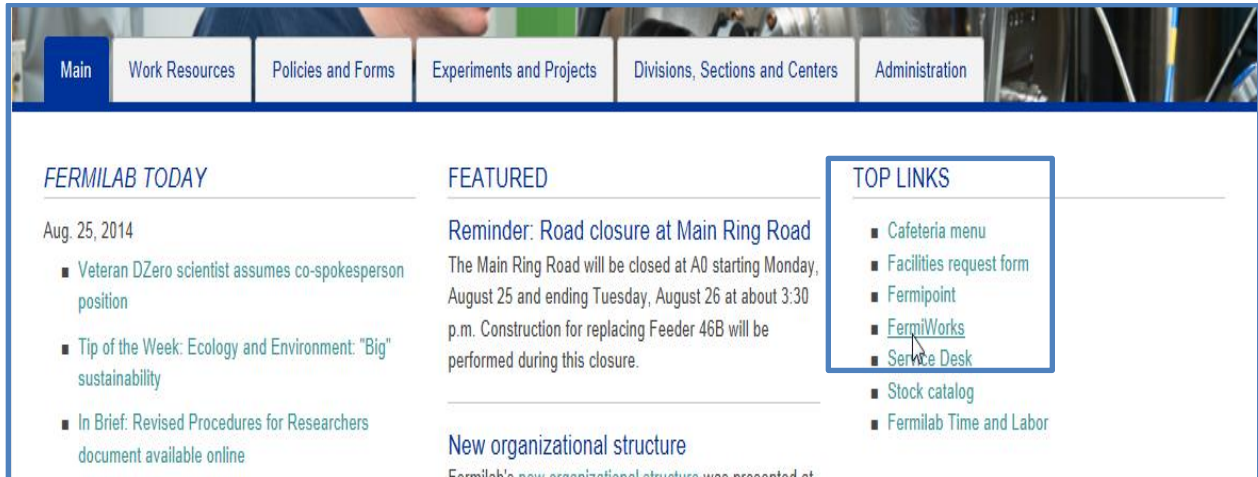
Realistic goals should be challenging, but not impossible to reach. The goal should include some 'stretch' and should be tied to the Laboratory, Division/Section/Center, Department or Group goals. For example, *I will submit all domestic travel vouchers to Accounting within five work days of receipt.*

Time-Oriented goals should include expected completion dates and might include sub-goals. For example, *Overall Goal: I will develop a final outline for the ABC project by November 15. Sub Goal: I will research the acquisition-related aspects of ABC project by October 15.*

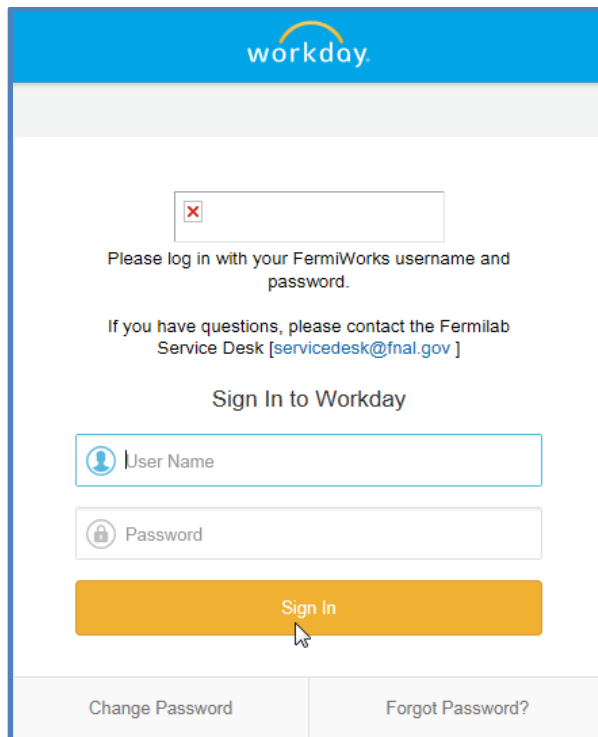
1. Go to the Fermilab Home Page.
2. Click **Fermilab at Work**.



- Click **FermiWorks**, listed in the TOP LINKS column.



- Enter your **User Name**, which is also your Services User Name.



The screenshot shows the Workday login page. At the top is the Workday logo. Below it is a message: "Please log in with your FermiWorks username and password." followed by "If you have questions, please contact the Fermilab Service Desk [servicedesk@fnal.gov]". The "Sign In to Workday" section contains two input fields: "User Name" and "Password". Below these fields is a large orange "Sign In" button. At the bottom of the form are two links: "Change Password" and "Forgot Password?". A blue box highlights the "Sign In" button, and a mouse cursor points to it.

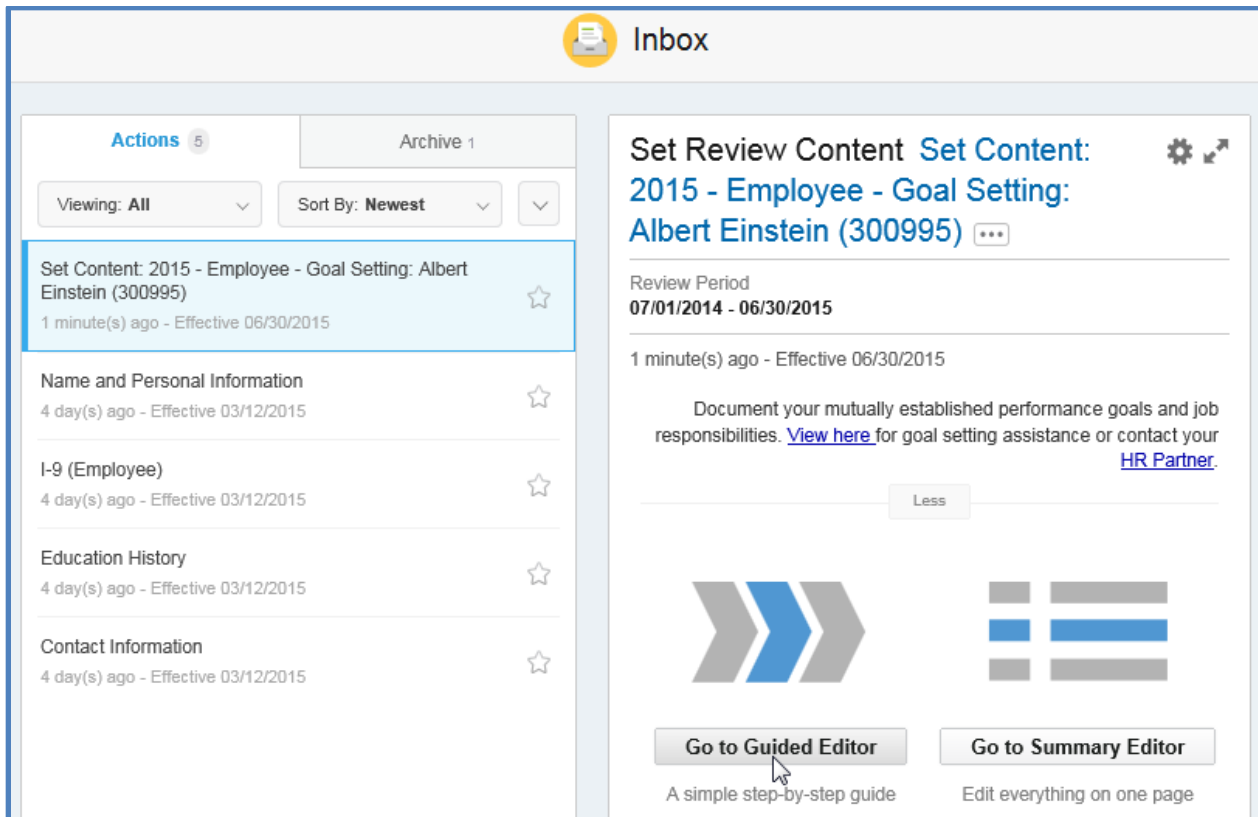
- Enter your FermiWorks **Password**.

NOTE: If you do not have a FermiWorks password, contact the Help Desk at x2345.

- Click **Sign In**.

You will receive a Set Content: 2015 – Employee Goal Setting Action in the Inbox.

1. Open the Action item in your Inbox.
2. Click **Go to Guided Editor**.



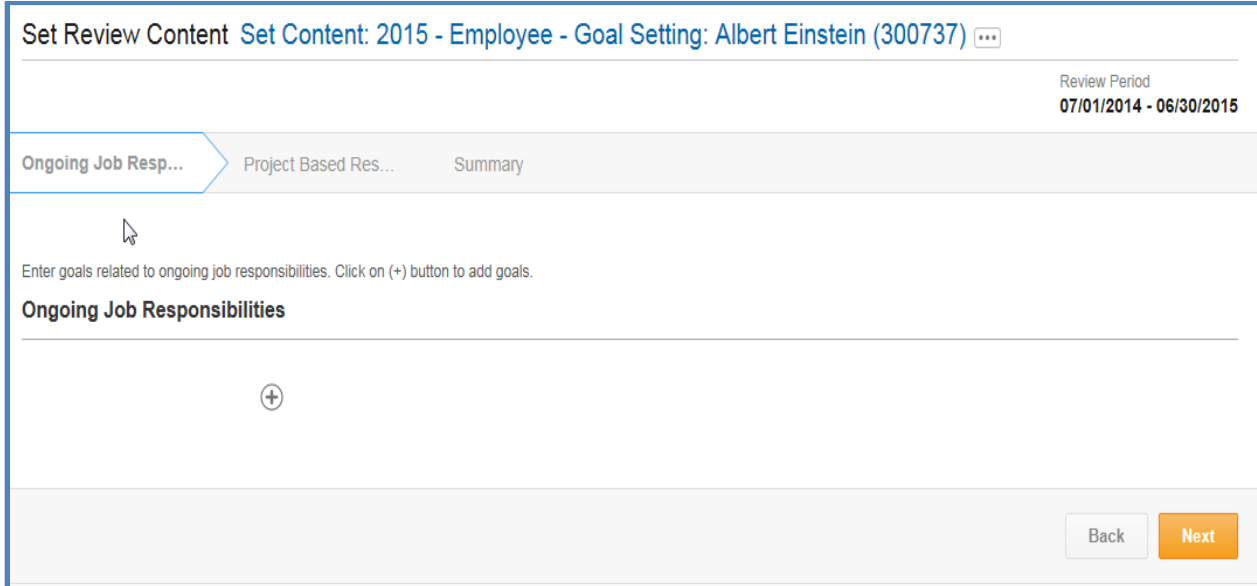
The screenshot shows the FermiWorks Inbox interface. At the top, there's a header with the Fermilab logo and 'FermiWorks Goal Setting 03.10.15'. Below the header, the main content area is titled 'Inbox'. On the left, there's a sidebar with a list of actions. The first action is 'Set Content: 2015 - Employee - Goal Setting: Albert Einstein (300995)' with a star icon. Below it are other actions like 'Name and Personal Information', 'I-9 (Employee)', 'Education History', and 'Contact Information'. The main content area on the right shows the details of the selected action. It includes the title 'Set Review Content Set Content: 2015 - Employee - Goal Setting: Albert Einstein (300995)' and a 'Review Period' of '07/01/2014 - 06/30/2015'. Below this, there's a section for '1 minute(s) ago - Effective 06/30/2015' with a description: 'Document your mutually established performance goals and job responsibilities. [View here](#) for goal setting assistance or contact your [HR Partner](#).' At the bottom, there are two buttons: 'Go to Guided Editor' (with a simple step-by-step guide) and 'Go to Summary Editor' (with edit everything on one page).

NOTE: The lab-wide safety goal is now rated as a core competency (similar to initiative, judgment, teamwork) for all employees and managers. Core Competencies are not included in this initial Goal Setting process.

Enter any other job-specific goals related to safety as appropriate.

The Help text includes a link to the Goal Setting workbook to provide more details to assist creating SMART goals.

The **Ongoing Job Responsibilities** section displays.



Set Review Content [Set Content: 2015 - Employee - Goal Setting: Albert Einstein \(300737\)](#) ...

Review Period
07/01/2014 - 06/30/2015

Ongoing Job Resp... Project Based Res... Summary

Enter goals related to ongoing job responsibilities. Click on (+) button to add goals.

Ongoing Job Responsibilities

+

Back Next

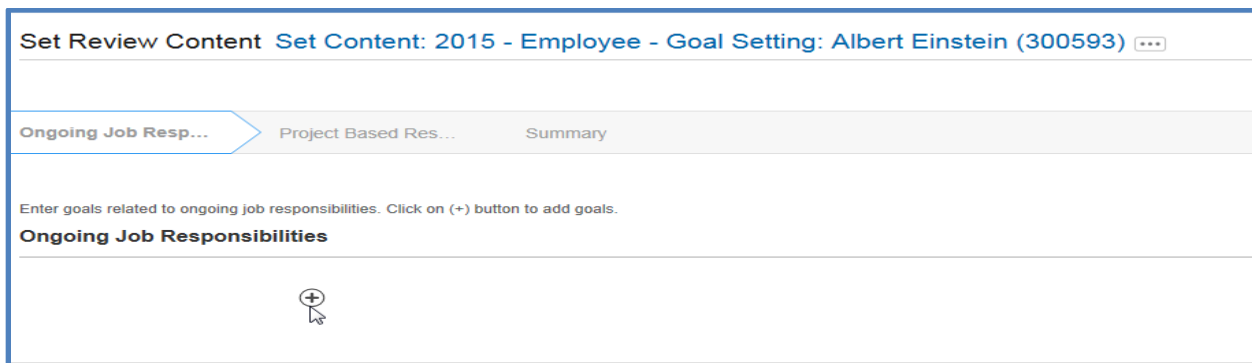
NOTE: FermiWorks displays the sections to complete in chevrons. To enter goals, there are three sections to complete:

1. Ongoing Job Responsibilities – If you only have Project Based Responsibilities click Next to display the Project Based Responsibilities goals.
2. Project Based Responsibilities – If you only have Ongoing Job Responsibilities, Click Next to display the Summary.
3. Summary

There are five fields that can be completed for each goal. These fields can be updated throughout the Performance Review cycle:

- Goal – This is a required field.
- Description
- Category
- Due Date
- Status

1. Click **+** to open the **Ongoing Job Responsibilities** section. If you do not have any Ongoing Job Responsibilities goals, click Next to display the Project Based Responsibilities goals.



NOTE: Ongoing job responsibilities are major job requirements identified in a job description that must be met on a continuous basis. For reference, job descriptions are located at: [http://wdrs.fnal.gov/job descript/index.html](http://wdrs.fnal.gov/job%20descript/index.html)

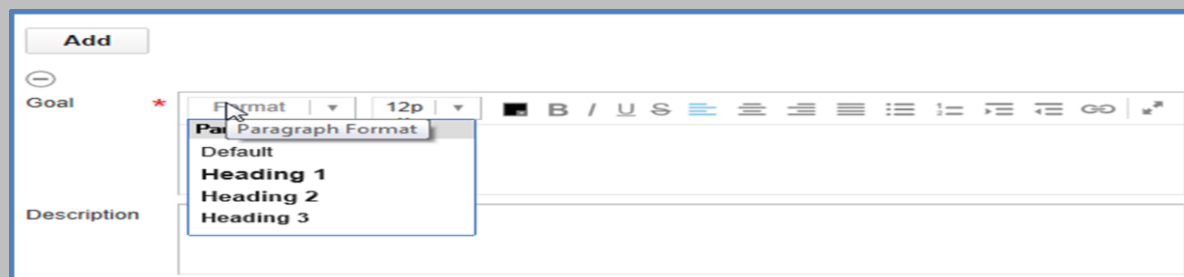
The first goal entered displays at the bottom of the list. The last goal entered displays at the top of the list.

To enter your goals in a specific order, enter a number before each goal is entered. When your manager reviews the goals you have submitted, they will display in numerical order.

The Pull In Goal check box will not be used to set goals for 2015. This feature will be used in 2016 to pull in goals from this year that carry over to the next performance review cycle.

2. Enter the first Ongoing Responsibilities **Goal**. This is a required field.

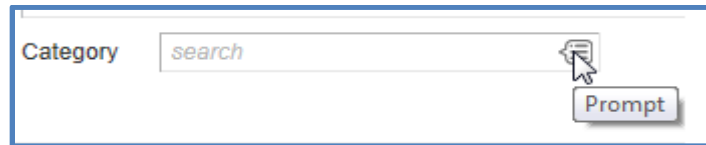
NOTE: Click in the upper right corner of the Goal field and the format bar may open. Click outside the formatting menu to begin entering the Goal.



3. Enter the **Description** of the goal. Describe the steps you will take to successfully complete the goal.

NOTE: Tab can also be used to move from the Goal field to the Description field.

The Prompt icon displays a list of available options for a field in FermiWorks. Click the Prompt icon to display the pick list. For all fields that display a Prompt, a selection must be made from the pick list.

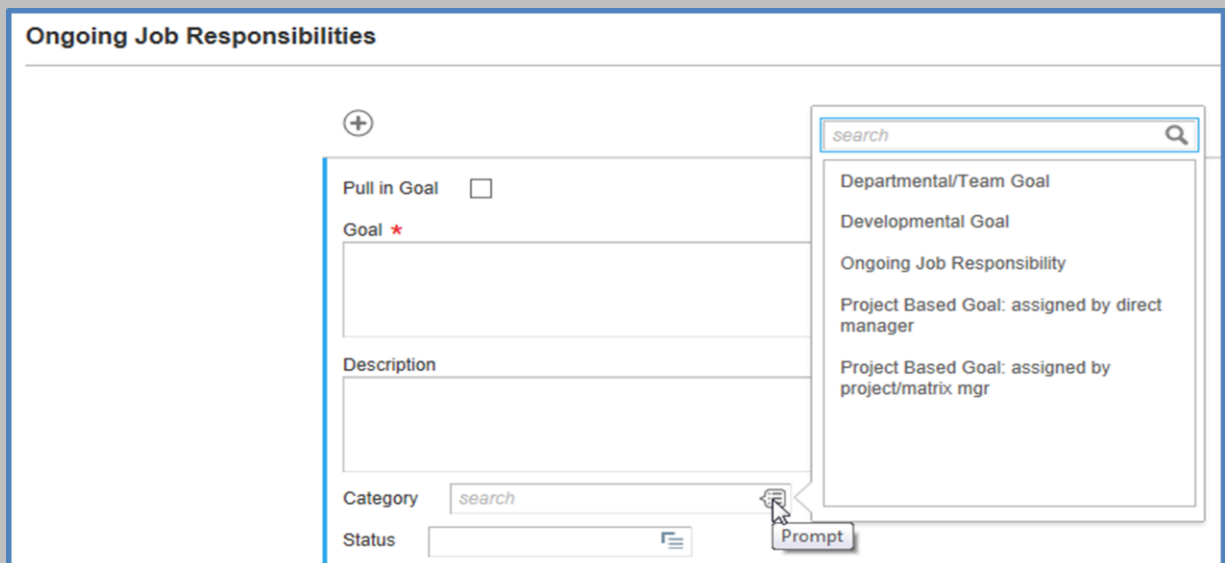


A screenshot of a form field labeled "Category". To the right of the label is a search bar containing the word "search". Further right is a "Prompt" icon, which is a small square with a magnifying glass and a list icon. Below the search bar and icon is a button labeled "Prompt".

4. Click Prompt and select the appropriate **Category** of the goal entered from the pick list.

CATEGORY	DEFINITION
Departmental/Team Goal	Goals that support the Laboratory's strategic goals and are translated into specific goals at the Departmental/Team level.
Development Goal	Goals that encourage an employee to hone or expand current skills or acquire new skills.
Ongoing Job Responsibility	Major job requirement or activity identified in a job description that must be met on a continuous basis. These goals include routine tasks or tasks that remain relatively constant.
Project Based Goal: assigned by direct manager	Special projects or other tasks unique to the current performance cycle assigned by direct manager. These goals may change from year to year.
Project Based Goal: assigned by project/matrix manager	Special projects or other tasks unique to the current performance cycle assigned by project /matrix manager. These goals may change from year to year.

NOTE: Click the Prompt to view the pick list for each field.



A screenshot of the "Ongoing Job Responsibilities" form. The form has a header "Ongoing Job Responsibilities" and a sub-header "Ongoing Job Responsibilities". Below the header is a form with several fields: "Pull in Goal" (checkbox), "Goal" (text field with a red asterisk), "Description" (text field), "Category" (text field with a search bar), and "Status" (text field). A "Prompt" icon is located to the right of the "Category" field. A pick list is displayed next to the "Prompt" icon, showing the following options: "Departmental/Team Goal", "Developmental Goal", "Ongoing Job Responsibility", "Project Based Goal: assigned by direct manager", and "Project Based Goal: assigned by project/matrix mgr".

5. Select the appropriate Category from the **Category** pick list.

Ongoing Job Responsibilities

+

Pull in Goal ☐

Goal *

Update the WDRS website.

Description

Update the organization chart, maps, and contact information.

Category

Status

Undo

search

- Departmental/Team Goal
- Developmental Goal
- Ongoing Job Responsibility
- Project Based Goal: assigned by direct manager
- Project Based Goal: assigned by project/matrix mgr

Prompt

NOTE: The pick list remains open after making a selection. It may cover the next field. Click outside the pick list to close it and display the Due Date field.

+

Goal *

Maintain our safety rating of 95% or higher through out

Description

Category

Associated Reviews (empty) | Status | Notes 0

search

- Departmental/Team Goal
- Developmental Goal
- Ongoing Job Responsibility
- Project Based Goal: assigned by direct manager
- Project Based Goal: assigned by project/matrix mgr

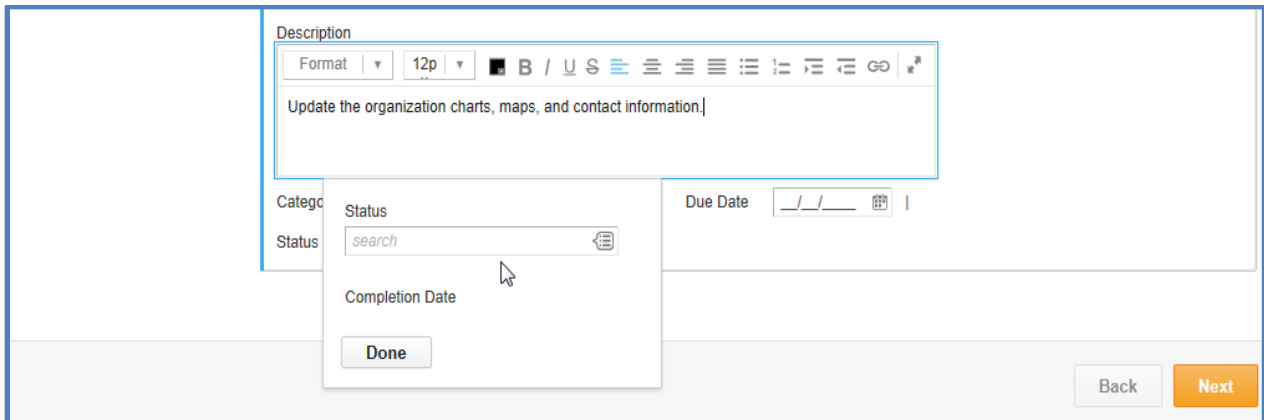
✕ Project Based Goal: assigned by project/matrix mgr

Click the **X** in front of the selection to remove any incorrect selections.

6. Leave the **Supports** field blank.
7. Enter the **Due Date** by which the goal will be completed. This date can be changed as needed throughout the performance review cycle. The date format is mm/dd/yyyy.

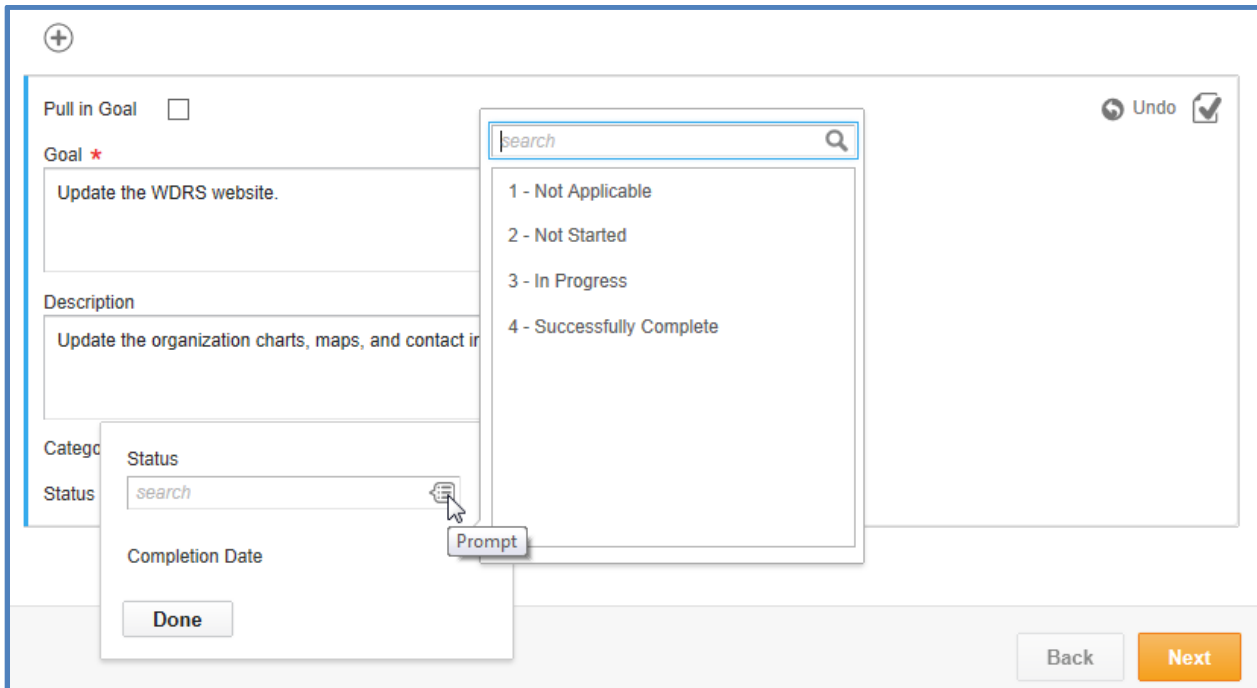
NOTE: If the goal entered is performed throughout the entire performance review cycle, the end date of the cycle, 06/30/2015 may be entered. This date can always be changed.

8. Click in the **Status** field to open the field.



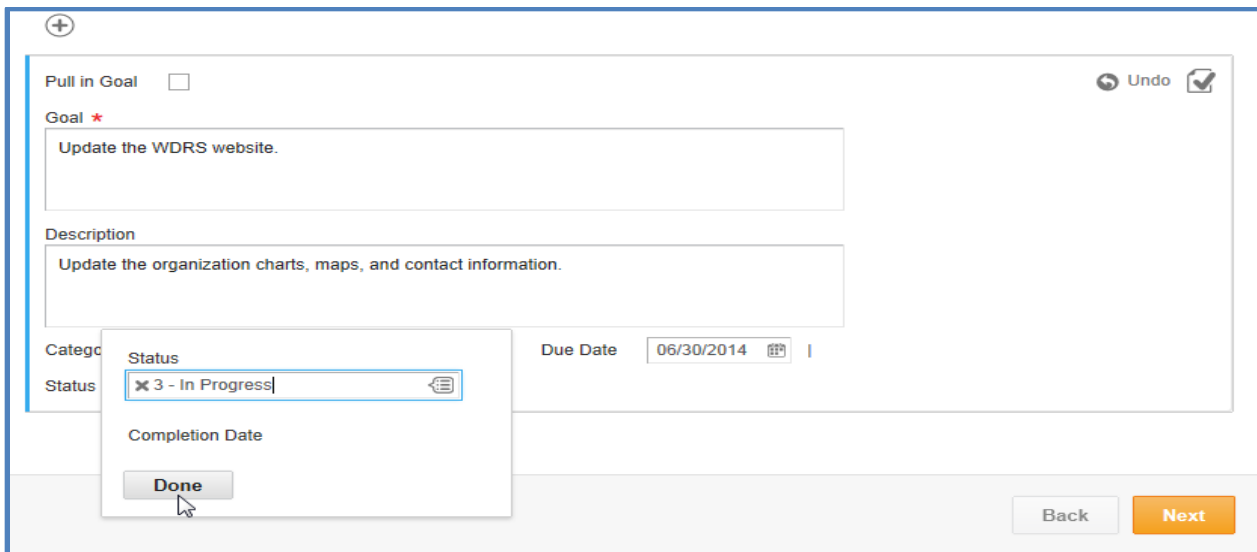
The screenshot shows the FermiWorks Goal Setting form. The 'Description' field contains the text 'Update the organization charts, maps, and contact information.' The 'Status' dropdown menu is open, showing options: 'search', 'Completion Date', and 'Done'. The 'Due Date' field is empty, showing the format '___/___/___'. The 'Back' and 'Next' buttons are visible at the bottom right.

- Click Prompt and select the appropriate **Status** of the goal just entered from the pick list. Generally, either 3 -In Progress or 4 -Successfully Complete is the appropriate Status at this point.



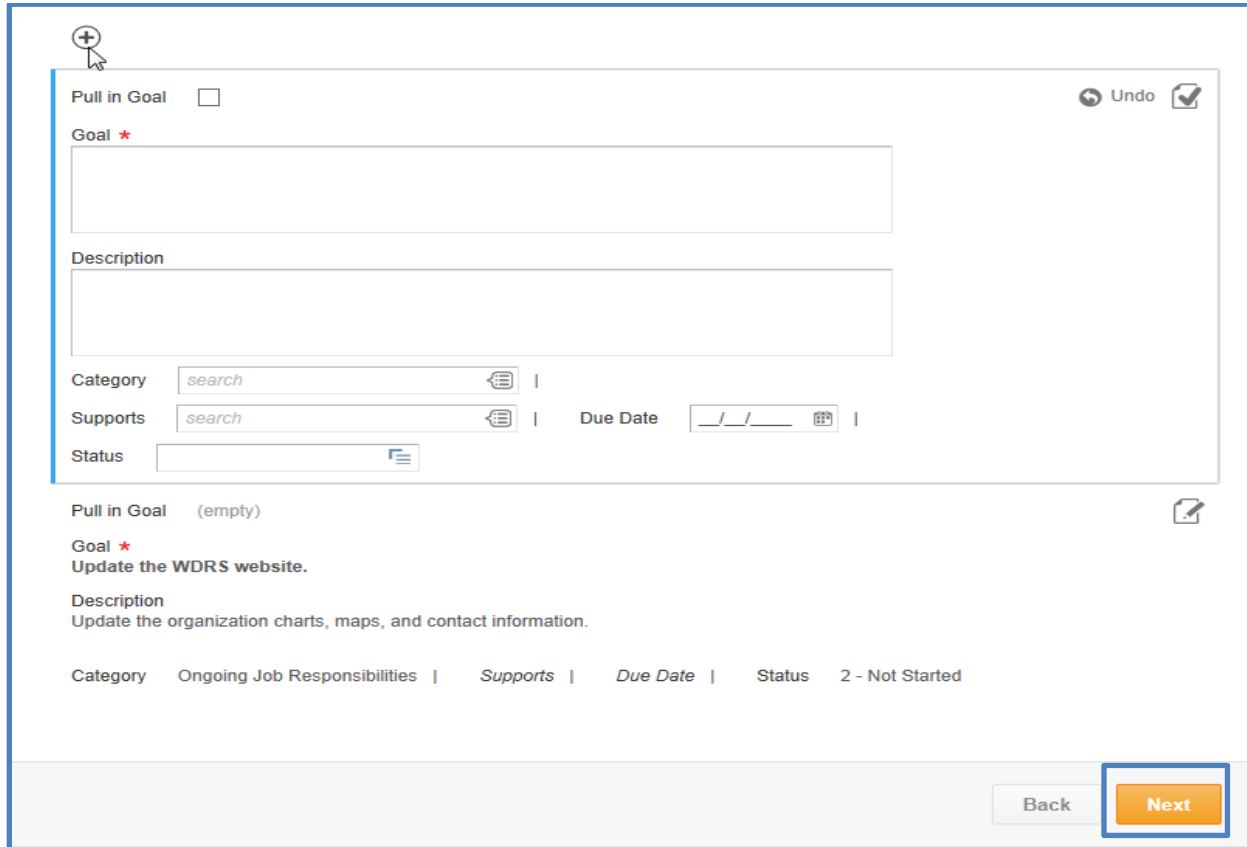
The screenshot shows the 'Goal Setting' form in FermiWorks. The form includes fields for 'Goal', 'Description', 'Category', 'Status', and 'Completion Date'. A 'Pull in Goal' checkbox is at the top left. A 'Prompt' dialog box is open, displaying a search bar and a list of status options: 1 - Not Applicable, 2 - Not Started, 3 - In Progress, and 4 - Successfully Complete. The 'Status' field in the form is currently empty. The 'Completion Date' field is also empty. The 'Done' button is visible at the bottom of the dialog box. The 'Back' and 'Next' buttons are at the bottom right of the form.

- Click Prompt and select the **Status** of the goal from the pick list, then click **Done**.



The screenshot shows the 'Goal Setting' form in FermiWorks. The form includes fields for 'Goal', 'Description', 'Category', 'Status', and 'Completion Date'. A 'Pull in Goal' checkbox is at the top left. The 'Status' field is now populated with '3 - In Progress'. The 'Completion Date' field is empty. The 'Done' button is visible at the bottom of the dialog box. The 'Back' and 'Next' buttons are at the bottom right of the form.

10. Click **+** to Add the next Ongoing Responsibilities goal.



Pull in Goal ☐

Undo ☒

Goal *

Description

Category |

Supports | Due Date / / |

Status

Pull in Goal (empty)

Goal *

Update the WDRS website.

Description

Update the organization charts, maps, and contact information.

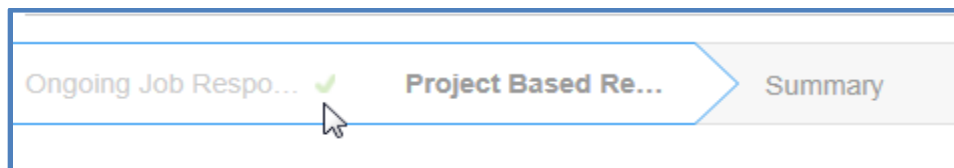
Category Ongoing Job Responsibilities | Supports | Due Date | Status 2 - Not Started

Back Next

NOTE: The goals entered can be numbered in the Goal text box. When goals are submitted, they will list in that numerical order when your manager reviews them. If you click *Save for Later* and re-open the Action item to continue entering goals, the goals then display in numerical order.

11. Click **Next** when all Ongoing Job Responsibilities are entered.

NOTE: The number of goals is a matter of judgment. The goals should define performance expectations for the current performance review cycle.



Ongoing Job Respo... ✓ Project Based Re... Summary

When the section is complete, a green check mark displays to the left of the section name.

The Project Based Responsibilities section displays.

NOTE: Project based responsibilities goals are special projects or tasks unique to the performance review cycle. They usually have an assigned end date.

Project Based Responsibilities Goals

Entering Project Based Responsibilities goals is just the same as entering Ongoing Job Responsibilities goals.

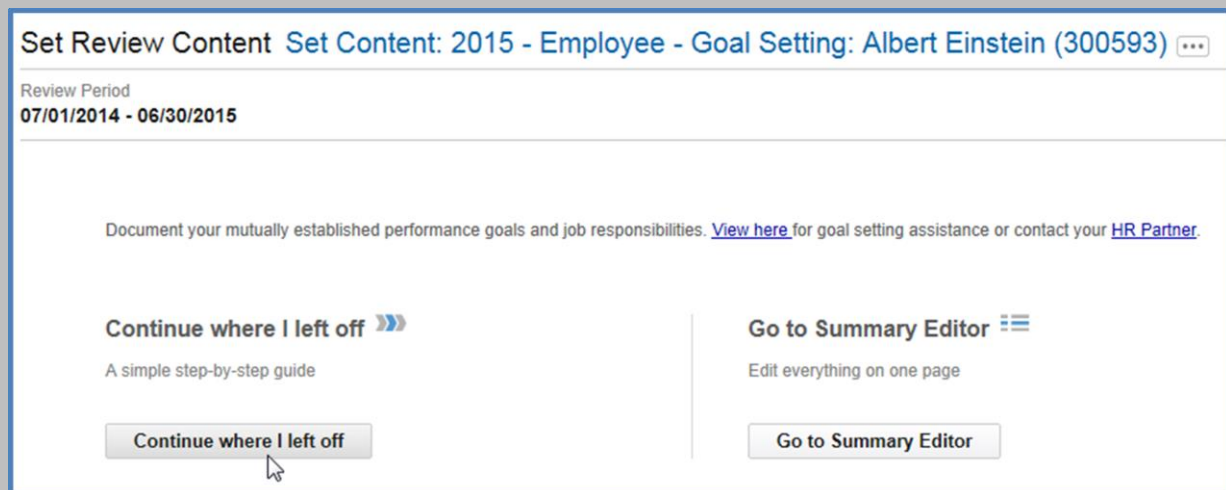
1. Click **+** to open the Project Based Responsibilities section. If you do not have any Project Based Responsibilities goals, click Next.
2. The Pull In Goal check box will not be used to set goals for 2015.
3. Enter the new **Goal**. This is a required field.
4. Enter the **Description** of the Project Based Responsibilities goal.
5. Click Prompt and select the appropriate **Category** of the goal.
6. Select **Project Based Responsibilities Goal** from the Category list.
7. Enter the **Due Date** by which the goal will be completed. The date format is mm/dd/yyyy.
8. Click in the **Status** field to open the field.
9. Click Prompt and select the **Status** of the goal, then click **Done**.
10. Click **+** to Add the next Project Based Responsibilities goal.
11. Click **Next** when all Project Based Responsibilities are entered.

The Summary section displays all the goals entered.

12. Click the field or the pen and paper icon on the right to make any changes to the goal(s).
13. Click **Submit** when all goals are entered. Once you submit your goals to your manager, you cannot delete any goals. Your manager can edit or delete any goals as appropriate.

If all goals were not added at one time and you clicked Save for Later, the following window displays when you return to finish entering goals.

NOTE: Click *Continue where I left off* if all goals were not added at one time.



The screenshot shows a web interface titled "Set Review Content" with a subtitle "Set Content: 2015 - Employee - Goal Setting: Albert Einstein (300593)". Below the title, it indicates the "Review Period" as "07/01/2014 - 06/30/2015". A message states: "Document your mutually established performance goals and job responsibilities. [View here](#) for goal setting assistance or contact your [HR Partner](#)." There are two main options: "Continue where I left off" with a right-pointing arrow icon and a subtext "A simple step-by-step guide", and "Go to Summary Editor" with a list icon and a subtext "Edit everything on one page". Both options have corresponding buttons at the bottom. A mouse cursor is pointing at the "Continue where I left off" button.

14. When all goals have been entered, they are sent to your manager for review. Your manager will approve the goals, amend and approve the goals, or send the goals back to you to modify. This process will continue until you and your manager reach a mutual understanding of the planned goals.

If a goal is amended, be sure to enter the change made in the Comment field. As goals are updated during the performance review cycle, the best way to track the changes made is to make a note in the Comments field. The Comments can also be entered in a different font.

When the initial goals are approved, both the employee and manager receive an Action item to acknowledge the goal setting face-to-face discussion took place. When your manager submits your goals, none of those goals can be deleted. They can be edited and updated throughout the Performance Review cycle.

FermiWorks

Goal Setting

03.10.15

1. Enter the date the face-to-face discussion took place in the **Comment** field.

Complete To Do Acknowledge Goal Setting Discussion ...

For	Albert Einstein (300690)
Overall Process	2015 - Employee - Goal Setting: Albert Einstein (300690)
Overall Status	In Progress
Due Date	11/12/2014
Instructions	Please confirm a goal setting discussion took place between the manager and employee where goals were mutually agreed upon. Note the date in the comment box below
Comment	<div style="border: 1px solid #ccc; padding: 5px; min-height: 20px;">Discussion held 10/29/2014</div>


Submit
Save for Later
Cancel

NOTE: The Due Date that displays in this Action reflects the date the face-to-face discussion should take place by regarding these initial goals.

2. Click **Submit**.

NOTE: Click **Save for Later** if all goals are not entered at the same time.

When both the employee and manager submit the Acknowledge Goal Setting Discussion, a notification is sent to your FermiWorks Inbox to indicate the goals have been approved by your manager.

After the goals have been approved and both the employee and manager have acknowledged the Goal Setting Discussion took place, the employee can print their goals by entering *My Goals* in the Search box. Click the  (Print) icon in the right corner of the window.

NOTE: The goals will not display in the My Goals report until both you and your manager have submitted the Acknowledgment of the Goal Setting Discussion Action.

If an organizational change happens during the goal setting process, the former manager must Send Back the goal setting Action to the employee. Once the organizational change is made in FermiWorks, when the employee resubmits their goals, it routes to the new manager.

As part of this goal approval process, it is expected that you and your manager will have a face-to-face discussion to finalize the goals and ensure there is mutual agreement. Either you or your manager can initiate the time and date for this discussion. Both the employee and manager will complete a task to Acknowledge Goal Setting Discussion as shown below:

If goals change or if new goals are added.....

Goal setting is an ongoing process throughout the performance review cycle. Goals may change during the year due to:

- Added job responsibilities or projects
- Cancelled or postponed projects
- A transfer or promotion to another group
- Assignment to a new manager
- Changes in job description.

If any of these changes occur, modify your goals accordingly. Have a face-to-face discussion with your manager to reach mutual agreement on any goal change or addition as follows:

- Discuss the added or changed goal(s) with your manager (or project/matrix manager)
- Enter the new goal in FermiWorks and submit it to your direct manager for review.

Your manager(s) will either approve the goal or edit it and send it back to you for review. Once the goal is mutually agreed upon and approved, a notification will be sent to your FermiWorks Inbox.

Feedback on goal progress....

What happens after goals are set and agreed upon? Continue to communicate throughout the performance review cycle as you complete your goals. Because performance management is a shared process, your manager may initiate feedback regarding goals, or you may ask for feedback. It's a good idea to monitor your goals on an ongoing basis for several reasons:

- It keeps you and your manager up-to-date on your progress
- Allows you to revise goals as they change due to emerging priorities
- It keeps the communication between you and your manager open and ongoing.

Be prepared to discuss your goals using the following guidelines:

- Outline the purpose of the meeting
- Update your goal progress
- Ask for input
- Listen actively
- Be open to receiving and take notes on feedback
- Discuss your development
- Develop a follow-up action plan and implement it.